



Board Member Competency Profile and Specification

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Experience

We need Board Members who, collectively, have a wide range of experience within the private and public sector either as employees or volunteers. From time to time following an audit of Board Member experience, we may seek to recruit members who have specific experience in one or more of the following sectors:

- Governance and strategic management;
- Financial management, accountancy and audit;
- Financing;
- Risk management
- Media, public relations and marketing;
- Strategic Health;
- Information technology;
- Human resources, training and development;
- Asset management, construction industry including related professional services and property development;
- Business consultancy and business planning;
- Legal;
- Social landlord activities;
- Residents' issues;
- Housing management and community relations;
- Equal opportunities and diversity;
- Social enterprise and community development.

Our Code of Governance states that we must limit the number of Board Members who are paid staff or Board Members of other housing providers. So we are not currently recruiting for this experience

Skills, abilities and personal qualities (competencies):

Members need to be able to identify with and promote our core values and strategies. In respect of governance and strategic leadership members need to be able to analyse and evaluate reports and take decisions. In order to do this we need members who have particular competencies or are willing to develop the skills, abilities and personal qualities set out below.

Competencies

1. Strategic thinking
2. Communicating effectively
3. Influencing and constructively challenging
4. Seeks further clarification on points where there is a gap in own knowledge/understanding
5. Customer orientation
6. Team working
7. Leadership
8. Relationship building and networking

9. Specialist competencies, skills and knowledge.

When seeking applications for board membership from both shareholders and tenants, we will use a combination of the application form, the meeting with the Chair and Chief Executive and the meeting with existing members to evaluate against the following criteria. (More information can be found in the Board Member Recruitment policy)

Cadwyn will support members to develop their skills and experience to fulfil the role and members need to commit the time to learn and develop. This will include attending training sessions, networks, conferences and other events as well as attending board meetings and other events. Board Members must take responsibility for their own training in order to ensure that knowledge gaps are plugged (within reason/ wherever possible).

Competency	Characteristics
<p>1. Strategic thinking An essential element of a Board member's role.</p> <p>Effective performance in this area means that a Board member adds value to the organisation's processes for setting future plans and actions</p>	<ul style="list-style-type: none"> • sees the long-term implications • recognises major/potential influences on the organisation's future • demonstrates business acumen in spotting business opportunities or possibilities • offers creative ideas or perspectives • contributes to setting and prioritising <p>Objectives</p> <ul style="list-style-type: none"> • Understands and can evaluate risks and likely outcomes when reaching decisions
<p>2. Communicating effectively As part of a team, it is important that a Board member can communicate effectively with a wide range of people</p>	<ul style="list-style-type: none"> • allows others to contribute – does not dominate the discussion • puts views across confidently and clearly • listens and respects the views of others • sticks to the point – does not waste discussion time
<p>3. Influencing and constructively challenging Board decision-making is usually done by consensus and influencing skills play an important part. The ability to challenge constructively is also key since the Board needs to maintain good working relationships while fulfilling its supervisory role</p>	<ul style="list-style-type: none"> • Influences others through persuasive discussion • Can challenge without appearing aggressive • Gives a reasoned, thought-through contribution • Can express opinions that differ from those of others on the Board
<p>4. Seeking, analysing & using information A key role of the Board is to monitor performance – this requires effective analysis of information in</p>	<ul style="list-style-type: none"> • Analyses data to determine key issues • Identifies any major information gaps • Examines various facets of a problem or issue • Explores the implications of a proposal or action • Keeps to the appropriate level of Detail

Competency	Characteristics
<p>various formats. Board members also need to seek out information, giving them the backdrop against which to assess performance</p>	<ul style="list-style-type: none"> • Makes balanced, reasonable and proportionate judgements
<p>5. Customer service We want to provide the best service to our customers within the resources we have. The Board should understand the needs and priorities of all stakeholders and ensure that our resources and culture are aligned.</p>	<ul style="list-style-type: none"> • Considers social and commercial aspects of proposals and actions • Is in touch and up-to-date with views / aspirations of the Group's customers • Understands the needs and priorities of key strategic partners (e.g. local authorities) • Understands how well we are performing
<p>6. Teamworking The effectiveness of a Board depends upon how well it works as a team</p>	<ul style="list-style-type: none"> • Supports the board's aims and goals • Recognises the strengths and contributions of other Board members • Actively contributes to the effectiveness of the Board's work as a team • Respects the feelings of others • Sticks to the Board's decisions • Takes a fair share of board work • Applies problem-solving skills to the Board's work • Complies with and respects the relevant Guidance /Code of Conduct.
<p>7. Leadership The extent to which a Board leads and motivates an organisation influences its success and is a key indicator from a regulatory perspective. Within a Board or committee, effective leadership from the chair is equally important</p>	<ul style="list-style-type: none"> • Inspires others to give their best • Shows integrity and leads by example • Is motivated, conscientious and committed • Keeps the Board/Committee focused on reaching decisions • Takes personal responsibility and encourages other to do the same • Seeks to develop others, and offers constructive support • Provides a clear vision of the organisation and its future
<p>8. Relationship building One of the key challenges for a Board is to maintain constructive relationships with the executive team and with external Bodies. Tact and a willingness to invest in the relationships are vital</p>	<ul style="list-style-type: none"> • Develops trusting and effective working relationships with the executive team • Promotes the importance of a healthy partnership with external bodies and the community • Uses power appropriately • Respects confidences • Mixes more widely to understand the sector and context in which we work
<p>9. Specialist competencies skills- and knowledge-based Each Board member has particular knowledge or experience and must use it effectively in order for it to be of benefit to the Board as a whole.</p>	<ul style="list-style-type: none"> • Applies specialist knowledge appropriately in a range of contexts • Contributes to debate/decisions in a way that enables non-specialist board members to appreciate the issues • Keeps up-to-date with developments in the area of specialism

Competency	Characteristics